CIO/NII
Enabling Network-Centric Operations

DoD E-Government Program

September 27, 2007

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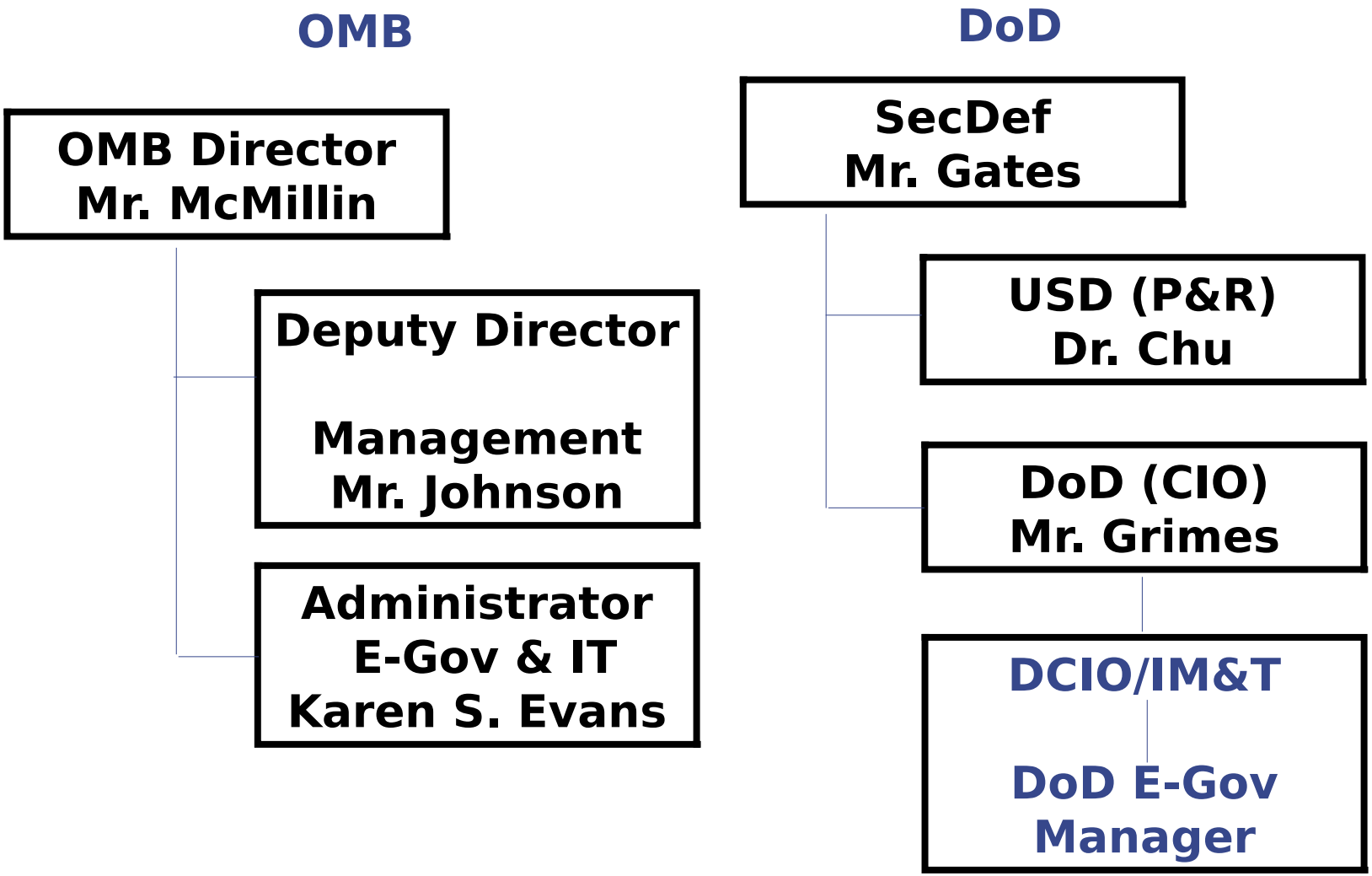
Enabling Network-Centric Operations

Background

- **President's Management Agenda**
  - **The President's strategy for improving management and performance of the Federal Government. Includes five key Government-wide initiatives:**
    - **Strategic Management of Human Capital (USD(P&R))**
    - **Competitive Sourcing (USD(AT&L))**
    - **Improved Financial Performance (USD(C))**
    - **Expanded Electronic Government (DoD(CIO))**
    - **Budget and Performance Integration (USD(P&R), USD(C), USD(AT&L))**

- **E-Government (E-Gov)**
  - **The E-Government Act of 2002 (H.R. 2458/S. 803) was signed by the President on December 17, 2002:**
    - **Codified the PMA expanding E-Government Initiatives**
    - **Codified OMB's role as E-Administrator and Office of E-Government**
    - **Codified the existence of the CIO Council**
    - **Required Agencies to support initiatives**
    - **Removed the Government Information Security Reform Act (GISRA) sunset date and renamed as the Federal Information Security Management Act (FISMA)**
    - **Established Privacy Impact Assessment Requirements**

Reporting Structure



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Federal CIO Council Roles and Responsibilities

- With regard to E-Gov initiatives, the Council
  - Assists in integrating the initiatives
  - Provides recommendations for funding, enhancements and dispute resolution
  - Focuses on improving government services
  - Provides a vehicle for OMB to make government-wide taskings

- DoD's role in the Council
  - DoD Deputy CIO serves as Vice-Chair.
  - DoD CIO and MILDEP CIO members constitute a voting block of four, which may be leveraged if needed
  - More active and stronger influence in areas such as enterprise architecture, IT workforce issues and enterprise licensing

OASD(NII) / DoD CIO E-Gov Roles and Responsibilities

- DASD(Information Management and Technology)
  - CIO Management Services Directorate, Joyce France
    - DoD E-Gov Manager, Tina-Marie Buckman
      - Jose Finn, Sharon Hopkins, CALIBRE
    - E-Gov Budget/MOUs, Richie Wright
    - *Federal CIO/DoD CIO Executive Board, Ellen Law*
    - *Privacy Impact Assessments, Gary Evans*
    - *IT Portfolio Management, Barbara McCain*
    - *IT Workforce Management, Ned Kieloch*
    - *Web Policy & Content Management, Terry Davis*

- DASD(Information Management and Technology)
  - Architecture & Interoperability, George Wauer
    - DoD Lead for IT Infrastructure(IOI) Line of Business (LoB), Roy Mabry
    - Ensures Enterprise Architecture (EA) is compliant with OMB EA Assessment Framework
- DASD(Information Management and Technology)
  - Commercial IT Policy, Ray Boyd
    - DoD E-Gov Lead, SmartBUY, Jim Clausen

OASD(NII) / DoD CIO E-Gov Roles and Responsibilities (cont)

- DASD(Resources)
  - Resource, Program & Budget Directorate, Bonnie Hammersley
    - Acceptable business cases for all major systems investments and no business cases on the "management watch list"

- DASD(C3ISR & IT Acquisition)
  - Acquisition Directorate, John Landon
    - Demonstrate appropriate planning, execution, and management of major IT investments, using EVM data to keep cost, schedule and performance variables to less than 10%

- DASD(Information and Network Assurance)
  - Information Assurance Policy Directorate, Bob Lentz
    - Track and report Components progress on achieving Plan of Actions & Milestones
    - Submit quarterly FISMA metrics report to OMB

DoD's E-Gov Program

- **E-Gov PMA Scorecard -- Scored Functional Areas: (assessed & scored by OMB)**
  - **Enterprise Architecture**
  - **Business Cases**
  - **Program Management/Performance (EVM)**
  - **Information Assurance**
  - **E-Gov Initiative Implementation**

- **E-Gov Implementation Key Elements:**
  - **Federal-wide implementation and execution of E-Gov Implementation Plan Milestones – quarterly Milestone Evidence of Completion submissions to OMB**
  - **DoD E-Gov Implementation Plan contains over 150 milestones spanning:**
    - **17 of 26 E-Gov Initiatives**
    - **8 of 9 Lines of Business (LoB)**
    - **SmartBUY (17 Co-Branded SmartBUY/DoD ESI initiatives)**
  - **Annual MOU approvals & funds transfer**
  - **Negotiations with OMB/Managing Partners (program requirements and/or funding)**

- **DoD E-Gov Component Cascading Assessment:**
  - **DoD-Internal Management Process**
  - **DoD Services & Agencies (Components) E-Gov compliance with E-Gov criteria**
  - **Quarterly DoD Component Assessments (assessed & scored by DoD)**
  - **Assessment outcomes intended for DoD use only**

E-Gov Matrix

	Enterprise Architecture (EA)	Exhibit 300's	Cost, Schedule, and Performance (Earned Value Management)	IT Security: Privacy Impact Assessments; System of Records	E-Gov Implementation (24 Presidential Initiatives; 9 Lines of Business; SmartBUY)	
QUARTERLY PMA (E-GOV) SCORE CARD *OMB Scores Input Received From USD(P&R)*	DCIO/A&I	DASD/R	DASD/C3	DIAP/CIO Mgt Srvs/Privacy Off	Defense-Wide, CIO Mgt Srvs	OMB
E-Gov Team Collects, Coordinates, Generates and Submits Input to USD(P&R)	DCIO/A&I	DASD/R	DASD/C3	DIAP/CIO Mgt Srvs/Privacy Off	Defense-Wide, CIO Mgt Srvs	SME's DoD E-Gov Leads
QUARTERLY COMPONENT PMA CASCADING SELF ASSESSMENT (INTERNAL TO DoD) *E-Gov Team Collects input from Components, SME's Score, E-Gov Team Finalizes and Posts to Department's PMA Website*	DCIO/A&I	DASD/R				Component SME's
ANNUAL PROUD-TO-BE-GOALS (JULY) *E-Gov Team Collects, Coordinates, Generates and Submits Input to USD(P&R) for Formal Submission to OMB*	DCIO/A&I	DASD/R	DASD/IT Acquisition	DIAP/CIO Mgt Srvs/Privacy Off	Defense-Wide, CIO Mgt Srvs	SME's

E-Gov Team (CIO Management Services Directorate)

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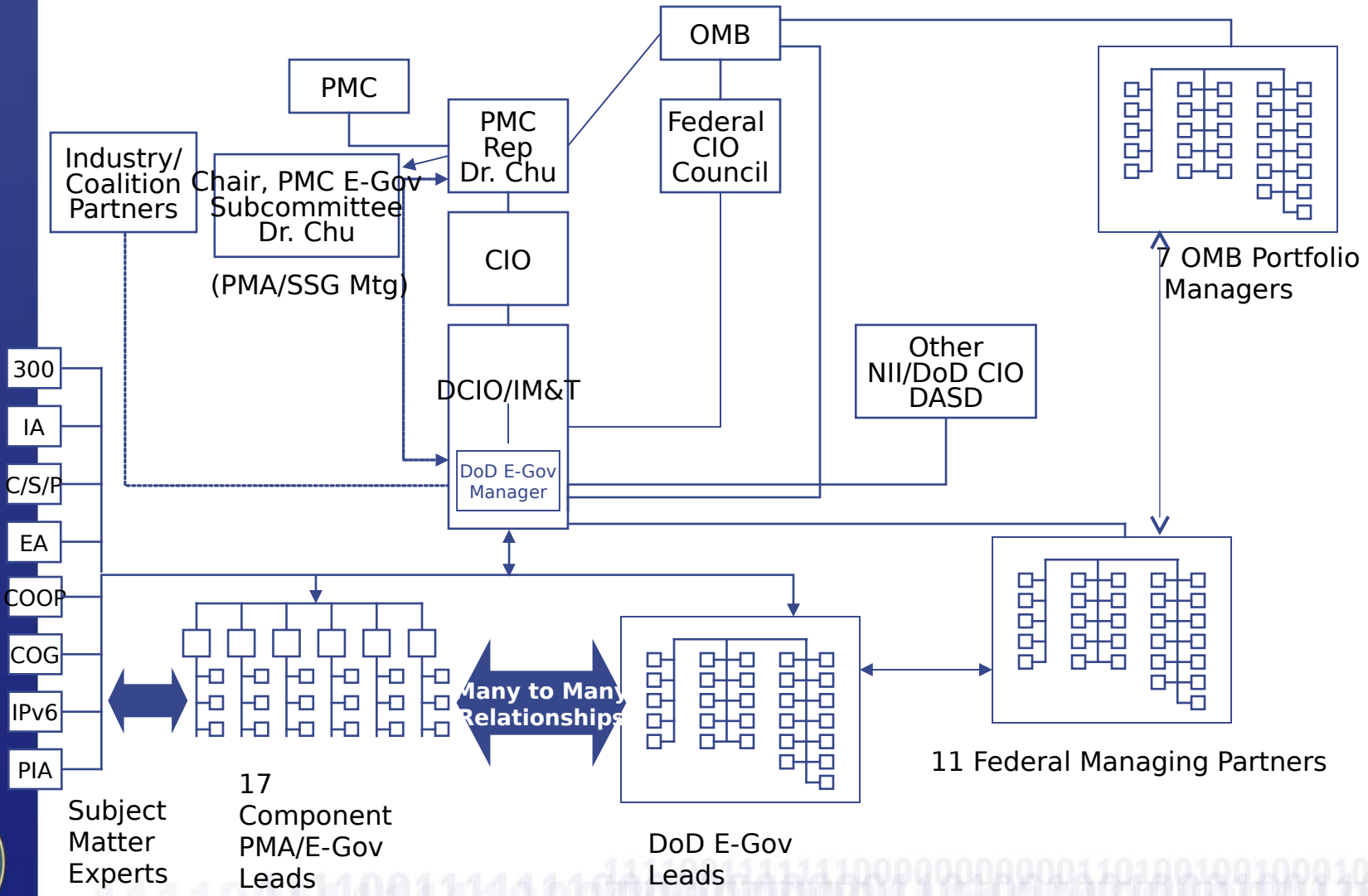
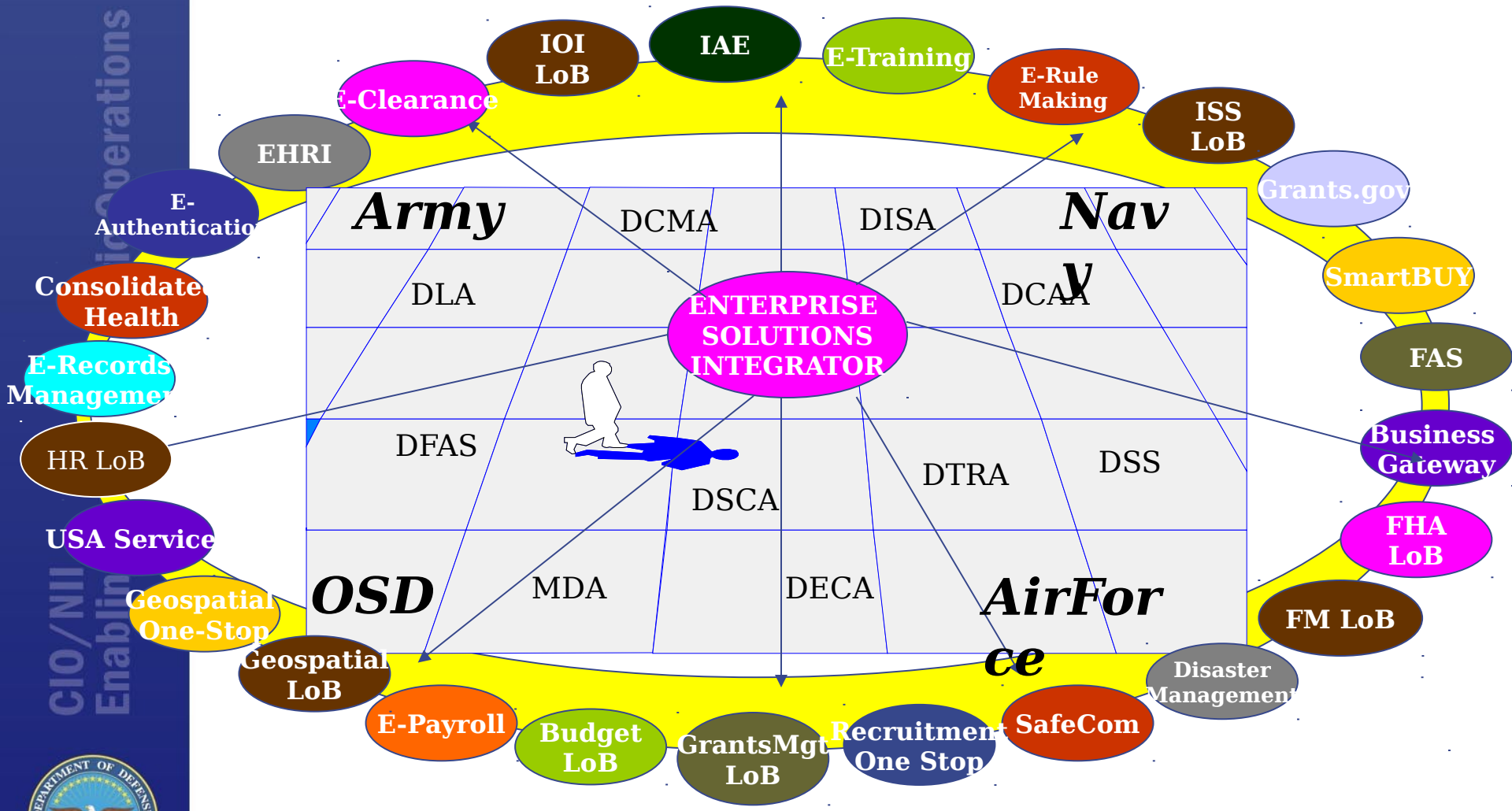
Defense-Wide E-Gov Program



Complexity of DoD's E-Gov Program Enterprise Integration



E-Gov Initiatives

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Line of Business:

- ✓ Financial Management (GSA)
- ✓ Human Resources Management (OPM)
- ✓ Grants Management (NSF and HHS)
- ✓ Federal Health Architecture (HHS)
- ✓ IT Security (DHS)
- Case Management (DoJ)
- ✓ IT Infrastructure Optimization (GSA)
- ✓ Geospatial (USGS)
- ✓ Budget Formulation/Execution (OMB)

SmartBUY Initiatives:

(GSA)

- ✓ 17 of the 20 federal co-branded SmartBUY/Enterprise Software Initiative agreements

LEGEND:

✓ = DoD Participation. DoD participates in 26 initiatives.

Note: DoD is not a Federal Managing Partner for any initiative.

E-Gov Initiatives:

- GovBenfits.gov (DoL)
- Recreation One-Stop (DoI)
- IRS Free File (DoT)
- GovLoans.gov (DoE)
- ✓ USA Services (GSA)
- ✓ E-Rulemaking (EPA)
- Expanding E-Tax Products for Businesses (DoT)
- ✓ Federal Asset Sales (GSA)
- International Trade Process Streamlining (DoC)
- ✓ Business Gateway (SBA)
- ✓ Consolidated Health Informatics (HHS)
- ✓ Geospatial One-Stop (DoI)
- ✓ Disaster Management (DHS)
- ✓ SAFECOM (DHS)
- E-Vital (SSA)
- ✓ Grants.gov (HHS)
- ✓ E-Training (OPM)
- ✓ Recruitment One -Stop (OPM)
- ✓ Enterprise HR Integration (OPM)
- ✓ E-Clearance (OPM)
- ✓ E-Payroll (OPM)
- E-Gov Travel (GSA)
- ✓ Integrated Acquisition Environment (GSA)
- ✓ E-Records Management (NARA)
- ✓ E-Authentication (GSA)

E-Gov Reporting Requirements

- **Annual MOUs**
- **Annual Proud to be Goals**
- **Annual E-Government Act Report**
- **Annual Performance and Accountability Report (PAR)**
- **Annual Review of Joint Business Cases**
- **Annual IT Workforce reporting**
- ***Annual FISMA, and Enterprise Architecture (EA) reporting****
- **Quarterly PMA Input for E-Gov Scorecard**
- **Quarterly E-Gov Implementation Milestones**
  - **Original DoD E-Gov Implementation Plan, accepted Dec 05, contained 102 milestones. Milestones are adjusted quarterly**

Quarterly Components Cascading Self-Assessment (DoD Internal)

- **Quarterly IT Workforce reporting**
- ***Quarterly FISMA, EA, Earned Value Management, High-Risk Projects, and Cost and Timing submission***

** CIO Management Services does not submit these reports, but may provide input as requested*

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The PMA Scorecard

- **Government-wide Standards for Success (Goals)**
- **A simple grading system of red, yellow, and green**
- **Agencies held publicly accountable for mutually agreed upon milestones**
- **Agencies are rated on quarterly Status and Progress**
  - **Status:**
    - **An agency is green or yellow if it meets all of the Standards for Success**
    - **An agency is red if it has any one of a number of serious flaws. Missing a major milestones results in a rating of red**
  - **Progress:**
    - **OMB assesses progress on a case by case basis against the deliverables and time lines**
    - **Green – Implementation is proceeding according to agreed upon plans**
    - **Yellow – Some slippage or other issues requiring adjustment by the agency in order to achieve the initiative objectives on a timely basis**
    - **Red – Initiative in serious jeopardy. Unlikely to realize objectives absent significant management intervention. Missing a major milestone results in a rating of red**

PMA/E-Gov Scorecard Standards for Success

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Agency:

- Has an Enterprise Architecture with a score of 4 in both the "Completion" section and 4 in both the "Use" and "Results" sections of the OMB EA Assessment Framework;
- Has acceptable business cases for all major systems investments and no business cases on the "management watch list;"
- Has demonstrated appropriate planning, execution, and management of major IT investments, using EVM or operational analysis and has portfolio performance within 10% of cost, schedule, and performance goals;
- Inspector General or Agency Head verifies the effectiveness of the Department-wide IT security remediation process and rates the agency certification and accreditation process as "Satisfactory" or better;
- Has 90% of all IT systems properly secured (certified and accredited); **AND**
- Adheres to the agency-accepted and OMB-approved implementation plan for all of the appropriate EGov/Lines of Business/SmartBUY initiatives and has transitioned and/or shut down investments duplicating these initiatives in accordance with the OMB-approved implementation plan.

To maintain green status, agency:

- Has ALL IT systems certified and accredited;
- Has IT systems installed and maintained in accordance with security configurations;
- Has demonstrated for 90% of applicable systems a Privacy Impact Assessment has been conducted and is publicly posted; **AND**
- Has demonstrated for 90% of systems with personally identifiable information a system of records has been developed and published.

Agency:

- Has an Enterprise Architecture with a score of 4 in the "Completion" section and 3 in either the "Use" or "Results" sections;
- Has acceptable business cases for more than 50% of its major IT investments;
- Submits security reports to OMB that document consistent security improvement and either:
  - 80% of all IT systems are properly secured; **OR**
  - Inspector General or Agency Head verifies the effectiveness of the Department-wide IT Security Plan of Action and Milestone Remediation Process;
- Has demonstrated appropriate planning, execution, and management of major IT investments, using EVM or operational analysis, and has IT portfolio performance operating within 30% of cost, schedule, and performance goals; **AND**
- Has an up-to-date agency-accepted and OMB approved implementation plan for all of the appropriate E-Gov/Lines of Business/SmartBUY initiatives rather than creating redundant or agency unique IT projects.

Agency:

- Does not have an Enterprise Architecture with a score of 4 in the "Completion" section and 3 in either the "Use" or "Results" sections;
- Does not have acceptable business cases for more than 50% of its major IT investments;
- Has not submitted Security Reports to OMB that document consistently security improvement and cannot demonstrate that:
  - 80% of all IT systems are properly secured; OR
  - Inspector General or Agency Head has verified the effectiveness of the Department-wide IT Security Plan of Action and Milestone Remediation Process;
- Has cost and schedule overruns, and performance shortfalls, that average 30% or more; **OR**
- Does not have an up-to-date agency-accepted and OMB-approved implementation plan for all of the appropriate E-Gov/Lines of Business/SmartBUY initiatives rather than creating redundant or agency unique IT projects.

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Keeping "Green" President's Management Scorecard Enterprise Architecture

Roy Mabry

ASD/NII

Roy.Mabry@osd.mil

703-901-7074

27 Sep 07

President's Management Goal for EA 2008

- DoD has an Enterprise Architecture with a score of 4 in the "Completion" section and 4 in both the "Use" and "Results" sections of the OMB EA Assessment Framework.
- Guide the development and publication of DoD EA guidance for preparing the EA Section of the IT 300 Exhibits.
- Align EA portion of IT investments according to the OMB/OSD IT300 and EX53 EA guidance.
  - **100% of EA sections of the IT 300 Exhibits achieve a score of 4 or better based on OMB/OSD Guidance.**
  - **Less than 100% of EA sections of the IT 300 Exhibits achieve a score of 4 or better based on OMB/OSD Guidance**

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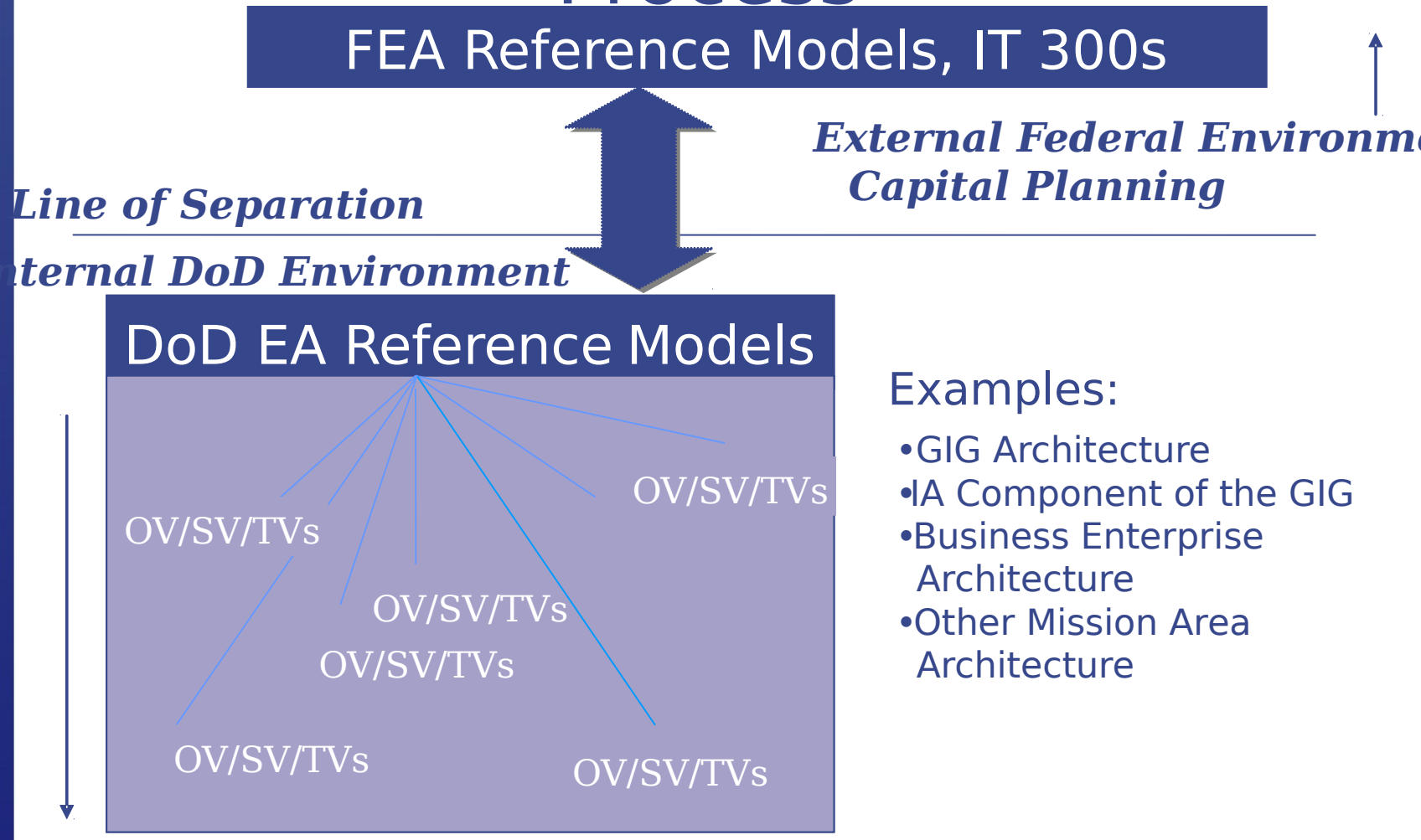
DoDAF used to Architect DoD EA Sub-function Informs the Decision Process



Examples:

- GIG Architecture
- IA Component of the GIG
- Business Enterprise Architecture
- Other Mission Area Architecture

Enterprise Architecture Reference Models: A Shared Vision for Service Oriented Architectures
http://www.silkroad.com/papers/pdf/enterprise_architecture_reference_models_v0_8.pdf

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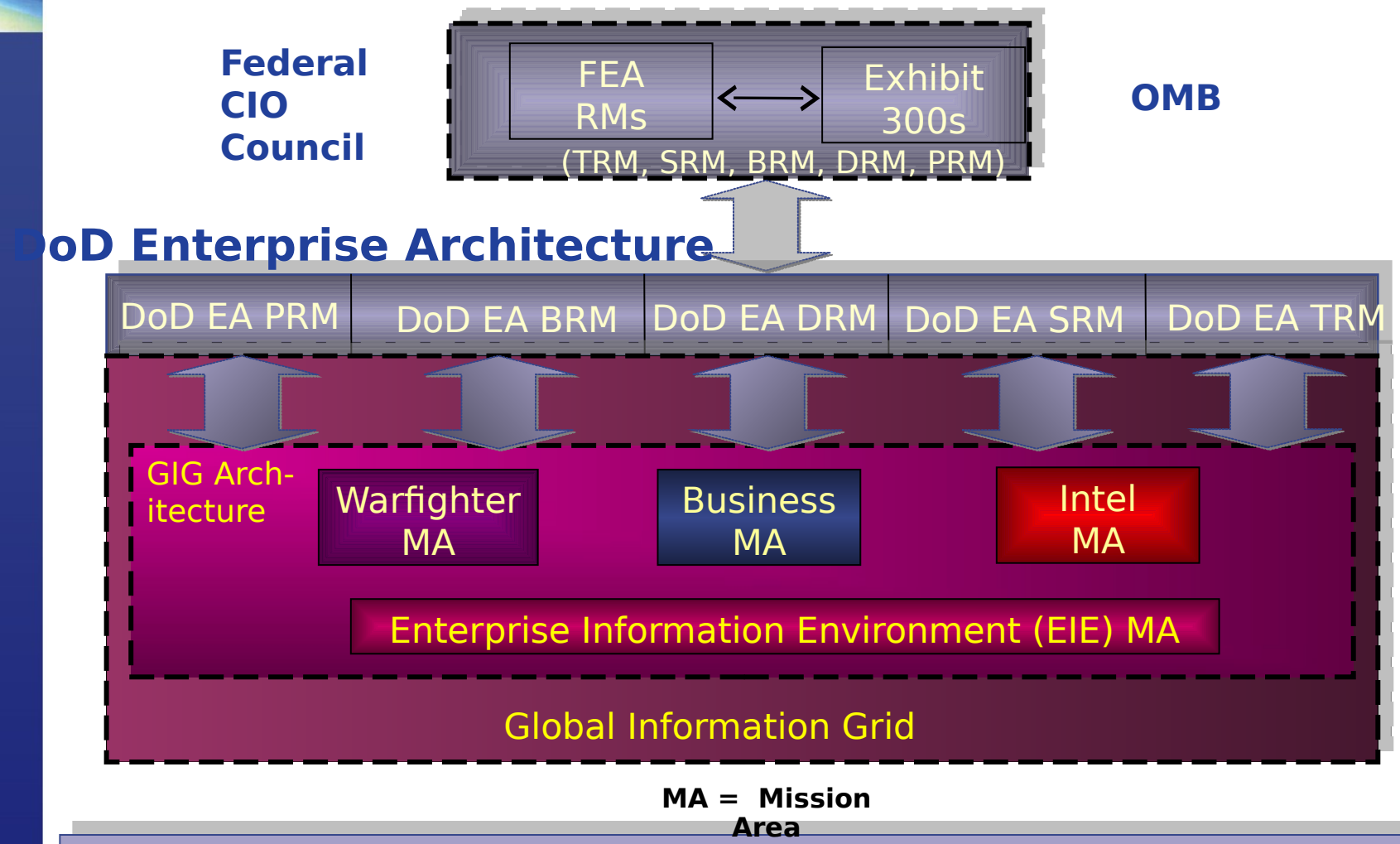
Alignment of DoDEA with FEA



MA = Mission Area

DoD EA RM and the Federated Capability Framework Transforms Capital Planning, Implementation and Enterprise Performance by Getting Architecture Information Out in Font of Budgeting and Acquisition Processes

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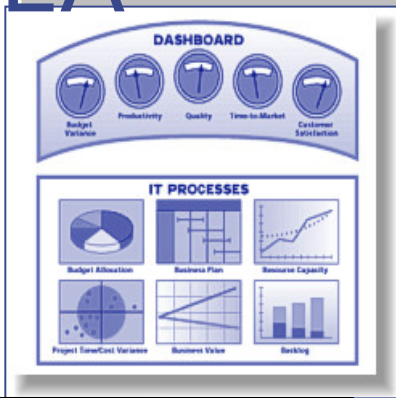
Database "Mining and FEA "Goodness"

Dashboard Technology



Much DoDAF data that we do not mine. Also FEA / DoDEA RM has organizing goodness that we don't take advantage of.

FEA BA	FEA LOB	FEA SF	DoD MA	DoD BRM DoD Name for SF	DoD BRM DoD Named Capability	DoD BRM DoD Arch (DARS)	DoD BRM DoD Sys (DITPR)	DoD BRM DoD $$$ (SNAP-IT)	PRM Attributes	DRM Attributes	SRM Attributes	TRM Atributes
Centrally Managed				Decentralized Management in a Federation								

DoD EA: Getting to "Green" on the OMB EA Assessment

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Completion Capability Area (Section 5.1)	No evidence presented	Initial: Informal and ad-hoc EA processes. Some inventories of information for a given architecture layer may exist, but it is not linked to other layers of the architecture and is incomplete.	Baseline: The agency has developed a baseline architecture. The architecture has an enterprise-wide scope and communicates a clear line of sight between EA layers.	Target: The agency has developed a target architecture. Architecture elements are aligned to agency programs and lines of business. The target architecture addresses priorities and performance objectives identified in the agency's strategic plan. Architecture has an enterprise-wide scope and communicates a clear line of sight between EA layers.	Integrated: The agency has developed at least one segment architecture for a core mission line of business, business service or enterprise service, as defined in Appendix B. The relevant business owner has approved the segment architecture in writing. The agency's transition strategy shows migration to the target architecture. Relevant cross-agency initiatives from the Federal Transition Framework and other official sources have been incorporated into the agency's target architecture.	Optimized: The agency has developed multiple segment architectures to support core mission lines of business, business services or enterprise services, as defined in Appendix B. The relevant business owners have approved segment architectures in writing.
	Level 0 Practices	Level 1 Practices	Level 2 Practices	Level 3 Practices	Level 4 Practices	Level 5 Practices
A. Performance Architecture (Section 5.1.1)						
B. Business Architecture (Section 5.1.2)						
C. Data Architecture (Information Management) (Section 5.1.3)		Artifacts to Support Each Level				
D. Service Component Architecture (Section 5.1.4)						
E. Technology Architecture (Section 5.1.5)						
F. Transition Strategy (Section 5.1.6)						
Use Capability Area (Section 5.2)	No evidence presented	Developed: Enterprise architecture processes exist within the agency, but they may be incomplete and there is no evidence that processes are rigorously adhered to within the organization.	Deployed: EA processes and products exist, and are used within the enterprise architecture program. Processes are documented but are not coordinated with other enterprise IT and program management processes.	Managed: EA processes and products exist and are used by the agency's CIO to manage information technology infrastructure.	Integrated: EA processes and products exist and are used by the agency's CIO and CFO to manage information technology investments.	Optimized: EA is used by the agency's program and business owners throughout the organization to make informed program decisions that comply with EA.
	Level 0 Practices	Level 1 Practices	Level 2 Practices	Level 3 Practices	Level 4 Practices	Level 5 Practices
A. EA Governance and EA Program Management (Section 5.2.1)						
B. EA Change Management and EA Deployment (Section 5.2.2)		Artifacts to Support Each Level				
C. Segment Architectures/ Collaboration and Reuse (Section 5.2.3)						
D. CPIC Integration (Section 5.2.4)						
Results Capability Area (Section 5.3)	No evidence presented	Defined: The agency has few processes in place to demonstrate measurable agency performance improvement.	Measured: The agency has established processes to measure results of the EA program but is not able to demonstrate improvements to agency performance.	Reported: The agency has established processes to measure results of the EA program and is able to demonstrate some improvements to agency performance.	Improved: The agency has established processes to measure results of the EA program and is able to demonstrate significant improvements to agency performance.	Sustained: The agency has established processes to measure results of the EA program and is able to demonstrate significant and sustained improvements to agency performance.
	Level 0 Practices	Level 1 Practices	Level 2 Practices	Level 3 Practices	Level 4 Practices	Level 5 Practices
A. Cost Savings and Cost Avoidance (Section 5.3.1)						
B. Transition Strategy Performance (Section 5.3.2)		Artifacts to Support Each Level				
C. Internet Protocol Version 6 (IPv6) (Section 5.3.3)						

DoD Artifacts for Completion

- DoD Consolidated Reference Model (CRM)
- DoD EA Mapping to FEA
- DoD EA Transition Strategy
- DoD Segment Architectures for Mission Areas
- DoD Strategies
- DoD Policies
- DoD Architecture Framework

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DoD Artifacts for Use

- GIG Architecture Vision
- DoD Federation Strategy
- DoD Policies: DoDI 8230.XX, DoDD 8115.01/11T
- DoD EA Summit
- DoD Architecture Framework
- DoD Architecture Repository System (DARS)
- DoD IT Standards Registry (DISR)
- IT 300s and Exhibit 53s
- PPBE; Acquisition; and requirements process
- Segment Architectures for Mission Areas

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DoD Artifacts for Results

- DoD EA Transition Strategy
- Transition Planning for Internet Protocol Version 6 (IPv6)
- NDI 5696 OMB E-Gov Draft Report

DoD EA Assessment 2007 Score

OMB FEA PMO
Enterprise Architecture (EA) Assessment for Department of Defense (DOD)
Q2 FY2007 – March 2007
Q2 FY07 Overall EA Assessment Rating: Green
Summary Data:

	Agency Self Assessment Q2 FY2007	**OMB Assessment Score Q2 FY2007**	**Rating Indicated by Score**
Completion	***4.0***	**4.0**	**Green**
Use	***4.0***	**3.3**	
Results	***3.3***	**3.0**	

DoD EA Assessment 2008 Goal

OMB FEA PMO
Enterprise Architecture (EA) Assessment for Department of Defense (DOD)
Q2 FY2008 – March 2008
Q2 FY08 Keep Overall EA Assessment Rating: Green
Summary Data:

	Goal DoD Self Assessment Q2 FY2008	PMA Goal Assessment Score Q2 FY2008	Rating Indicated by Score
Completion	*4.0*	4.0	Green
Use	*4.0*	4.0	
Results	*4.0*	4.0	

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Registration:
https://collab.core.gov/CommunityBrowser.aspx

Questions

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Enterprise Information Environment Mission Area (EIEMA)

Len Tabacchi
27 September 2007

DoD IT Portfolios - DoD Directive 8115.01

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DoD Cross-Mission Area Forum

Business Mission Area (BMA	Warfighting Mission Area (WMA)	Defense Intelligence Mission Area (DIMA)
DBSMC Leads BTA Implements	CJCS Leads J6 Implements	USD(I) Leads, DIA Implements
Governance via DBSMC	Governance via JROC	Governance via ISR
Weapon System Lifecycle Mgt	Focused Logistics	Analysis & Production
Material Supply and Service Mgt	Battlespace Awareness	Exploitation
Real Property & Installation Lifecycle Mgt	Force Application	Collection
Human Resource Mgt	Force Protection	Dissemination
Financial Mgt	Net-Centric	Enterprise IT
	Force Management	Enterprise Management
	Joint Training	Mission Management
	Command & Control	

Enterprise Information Environment Mission Area (EIEMA)
DoD CIO Leads and Implements

Governance via EIEMA IRB

Information Assurance

Communications	Computing Infrastructure	Core Enterprise Services

Cross-Cutting & Interdependent Domains

EIEMA's Role

Develop and implement a process to manage the department's portfolio of EIE investments – **Portfolio Management.** This includes the development of an **investment review** process.

- DoD 8115.01

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EIEMA IRB Mission, Goals, and Authority

Mission

The mission of the EIEMA IRB is to drive transformation of the EIE IT Portfolio to meet the DoD CIO vision to deliver the power of information

Goals

- Provide guidance to transform the EIE to a common, assured, and ubiquitous communications, computing and enterprise service and data environment
- Ensure IT capabilities and related resources effectively support the missions of the DoD and are efficiently managed
- Ensure the review process of EIE investments consider criteria that are simple, measurable, available, relevant, and transparent

Authority

- ***DoD Directive 8115.01:*** Directs the DoD CIO, as the lead of EIEMA, to establish the EIE portfolio and develop any required guidance to implement a portfolio management process
- ***DoD Directive 5144.1: ASD(NII)/DoD CIO:*** Directs the CIO to "review and provide recommendations" to the SECDEF and Heads of Components regarding performance of IT (including NSS) programs as well as on budget requests and continuation, modification and termination.

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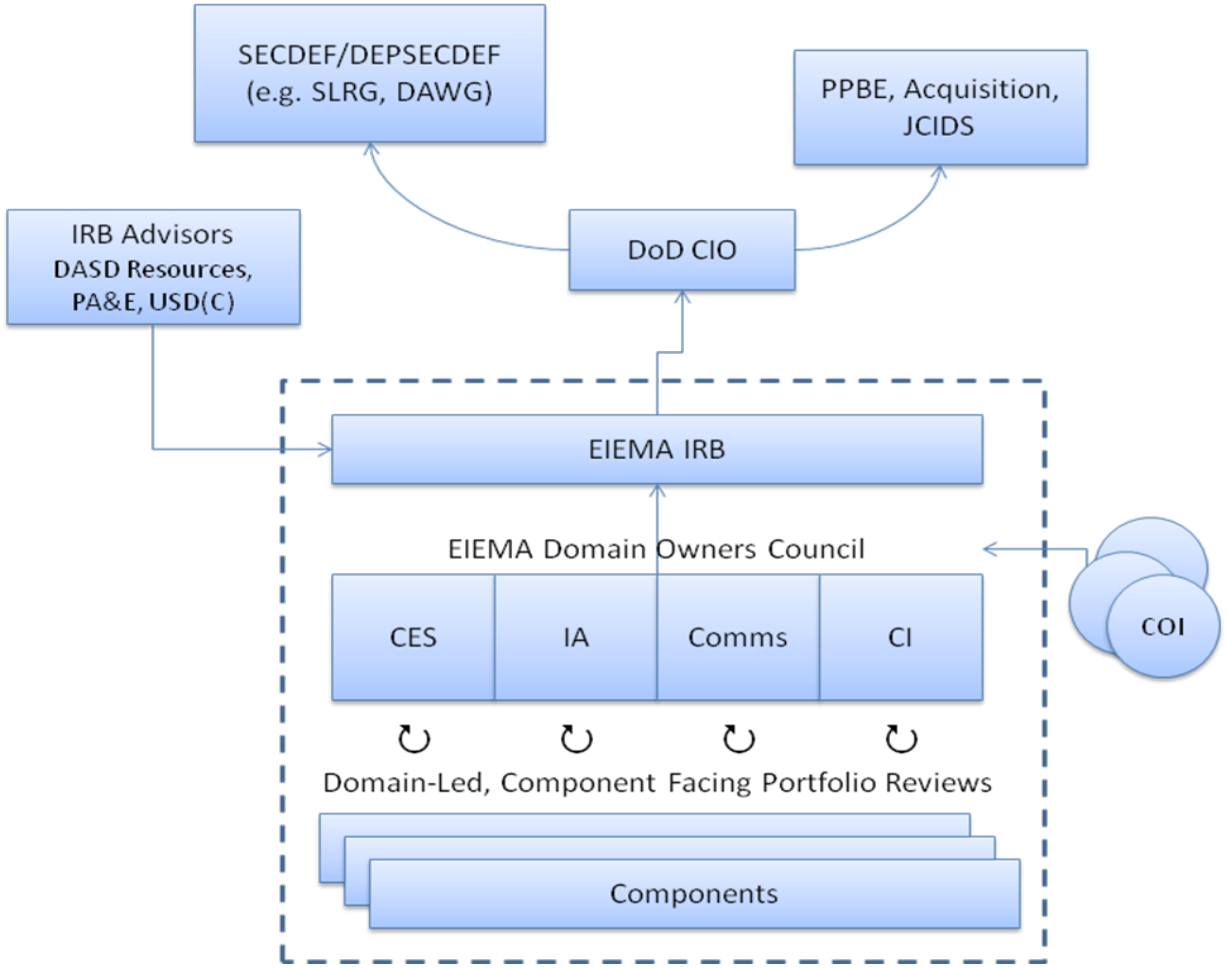
EIEMA IRB Governance Structure



IRB Stakeholders: Component CIOs, Mission Area Leads, Domain Owners

EIEMA participates in: WMA, BMA, DIMA

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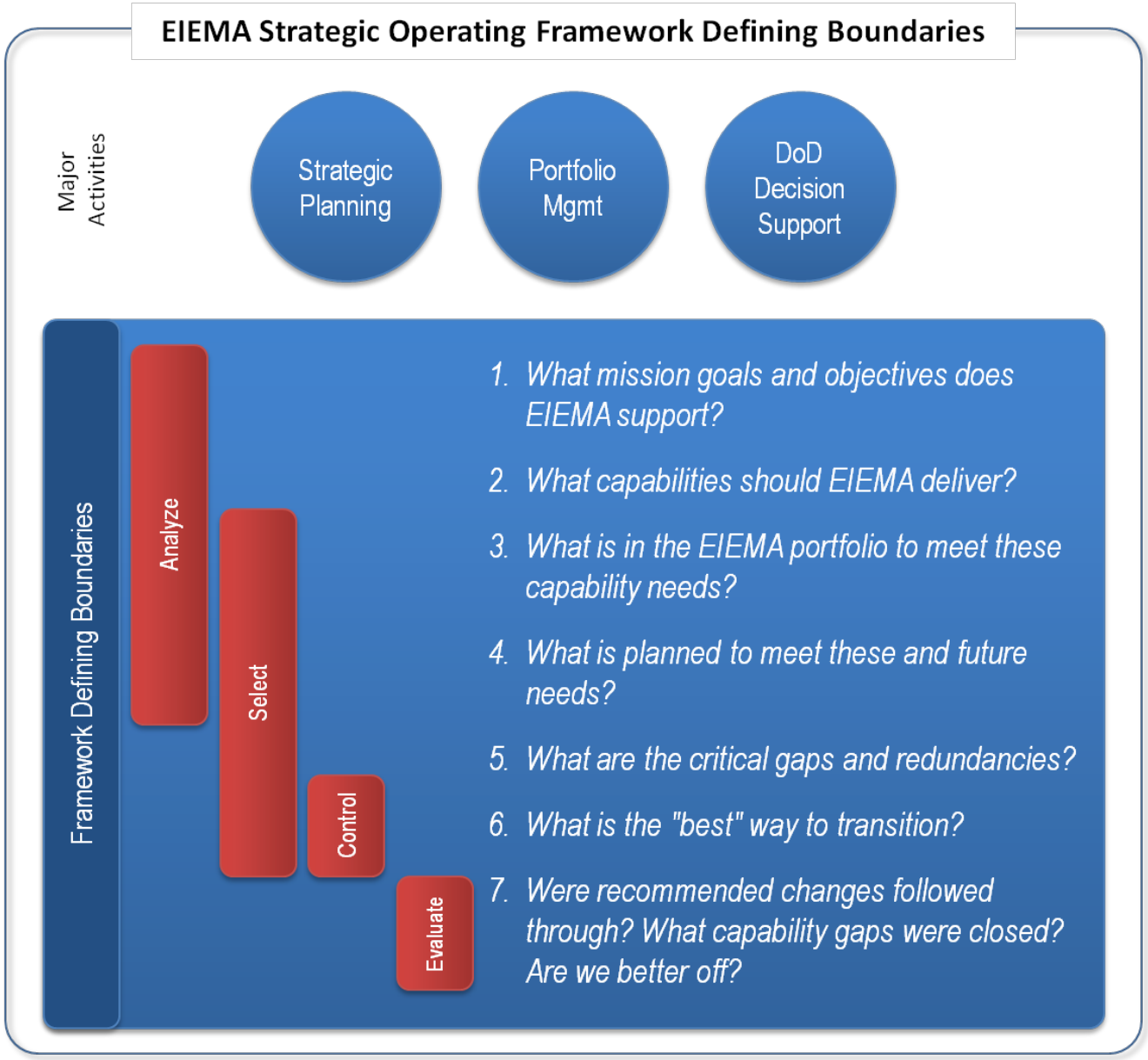
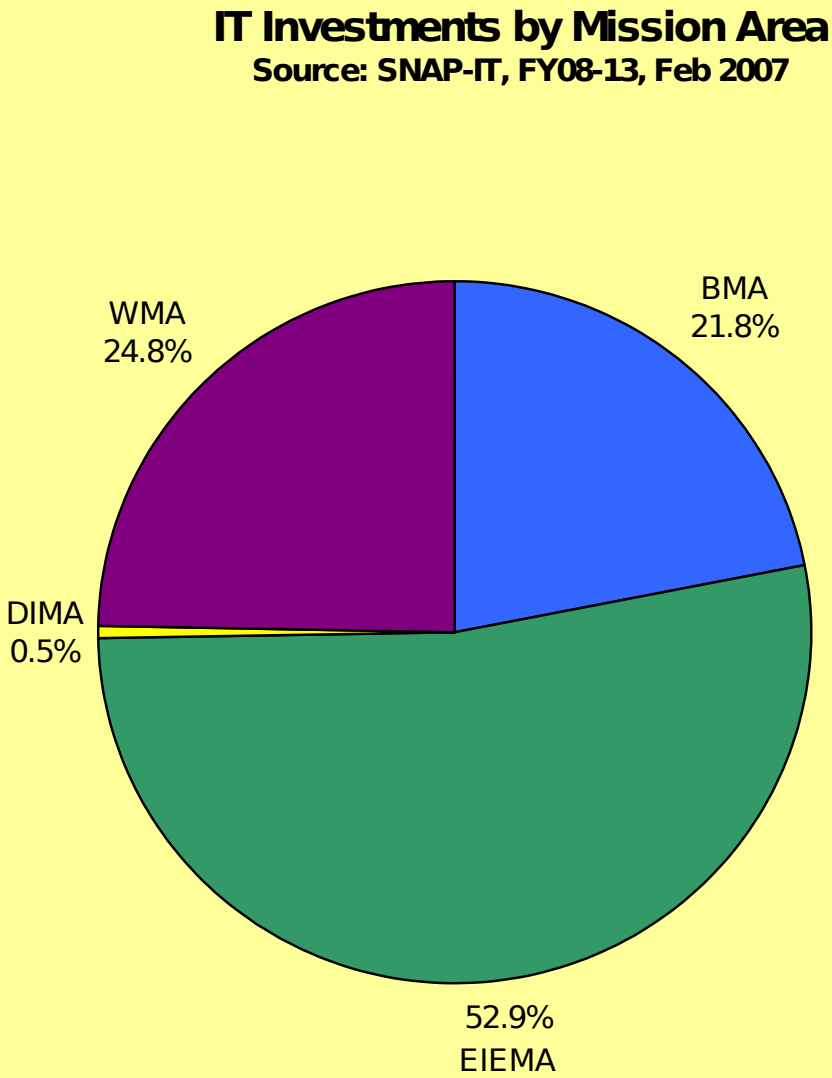
EIEMA's PfM process aligns with Core PfM Functions in DoDD 8115.01

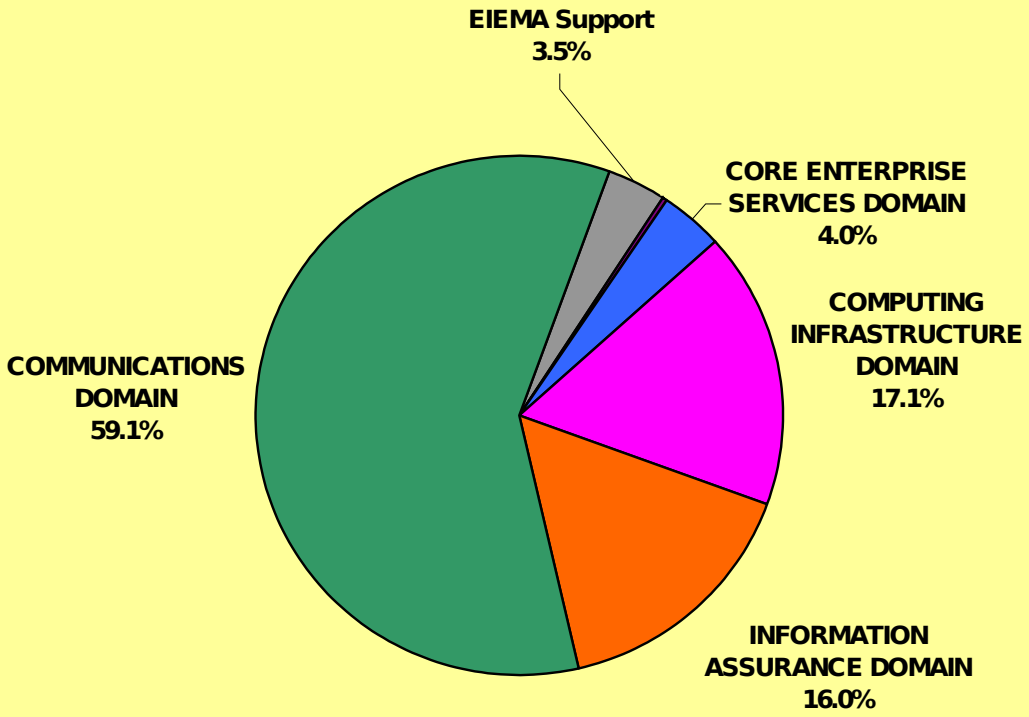

EIEMA Strategic Operating Framework Defining Boundaries
Major Activities
Strategic Planning
Portfolio Mgmt
DoD Decision Support
Framework Defining Boundaries
Analyze
Select
Control
Evaluate
1. What mission goals and objectives does EIEMA support?
2. What capabilities should EIEMA deliver?
3. What is in the EIEMA portfolio to meet these capability needs?
4. What is planned to meet these and future needs?
5. What are the critical gaps and redundancies?
6. What is the "best" way to transition?
7. Were recommended changes followed through? What capability gaps were closed? Are we better off?

DoD IT Investments, by Mission Area



EIEMA is 53% of $189.1B IT Budget reported to OMB

Investments in EIEMA Domains, FY08-13



EIEMA IT Budget for FY08-13 reported to OMB is about $100B

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The DoD IT Workforce and the E-Government Act

Knowledge Fair IV

Information Resources Management College

Office of the DoD Chief Information Officer

CIO Management Services

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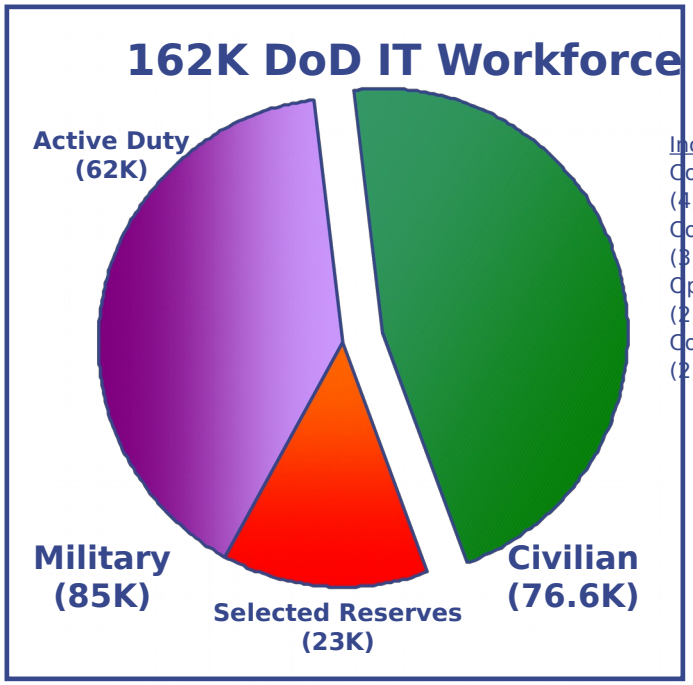
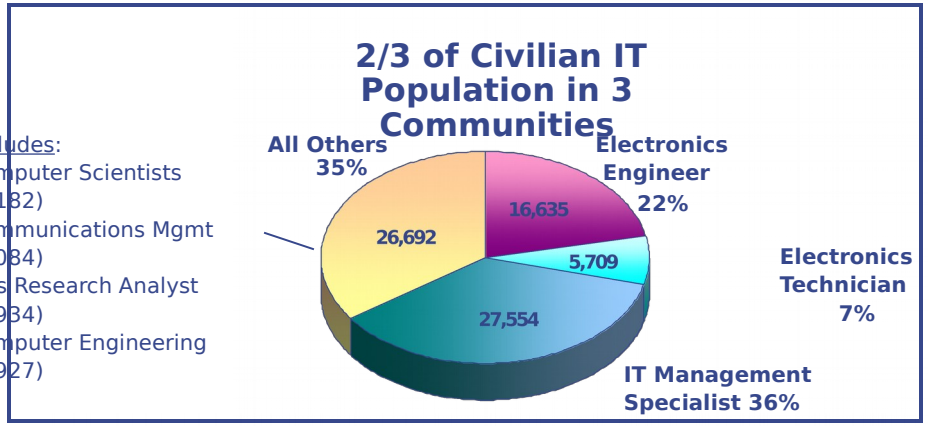
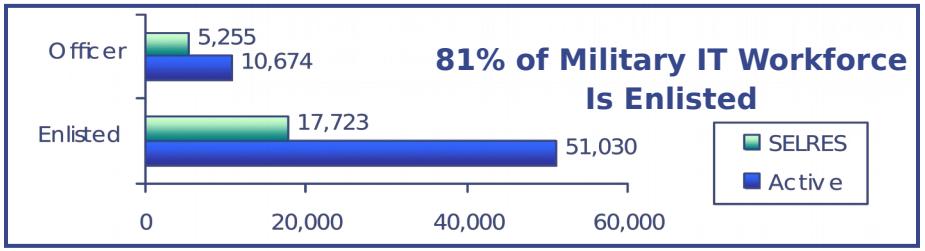
Ned Kieloch
ned.kieloch@osd.mil

IT/IM/IA Workforce Management Strategy



Includes:
Computer Scientists (4,182)
Communications Mgmt (3,084)
Ops Research Analyst (2,934)
Computer Engineering (2,927)





June 2007 data

- **Recruit and retain a diverse, highly skilled workforce**
- **Provide a continuum of learning through targeted training and educational opportunities**
- **Improve personnel data to enhance workforce management**
- **Collaborate with industry, academia, government and international partners to share best practices and broaden skills**

E-Government Act Requires Continuous Review of Skills Requirements and Gaps

- Reiterative process; tailored to agency requirements
- Utilizes biannual IT workforce assessment survey/other agency data
- Results reported as input for quarterly PMA report

Targeted Opportunities to Meet Mission Critical Needs

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IRMC prepares leaders to direct the information component of national power by leveraging information and information technology for strategic advantage.

Academic Programs

- **Chief Information Officer Certificate**
- **Information Assurance Certificates**
- **Advanced Management Program**
- **Enterprise Architecture Certificate**
- **IT Project Management Certificate**
- **Organizational Transformation Certificate**
- **Senior Joint Professional Military Education (for National War College and Industrial College of the Armed Forces students)**

- **Primary DoD source for IRM education**
- **Topical programs reflecting latest policy, best practices, and legal requirements to manage IT and implement net-centricity within DoD**
- **Tailored CIO development programs for coalition partners**
- **Diverse student body--Defense, Federal, International and Private Industry**
- **Resident and Distributed Learning**
- **Graduate hours toward selected Masters and Doctoral programs at partner universities**

Targeted Opportunities to Meet Mission Critical Needs IA Training and Certification Program

- Identify, train and certify privileged users & IA managers to DoD baseline requirements
- Requirements applicable to all IA personnel (DoD military, civilian, contractors, Local Nationals)
  - Full or part-time job function
  - Not series-dependent
- Two personnel tracks currently established
  - IA Technical (Levels I-III)
  - IA Management (Levels I-III)
- Utilizes commercial certification programs which have been pre-approved as meeting baseline requirements
- Also establishes continuous learning requirements
- 4-year implementation plan commenced in 2007

Requires identification of both IA positions and IA personnel. Data field changes for positions and personnel have been made to civilian personnel systems.

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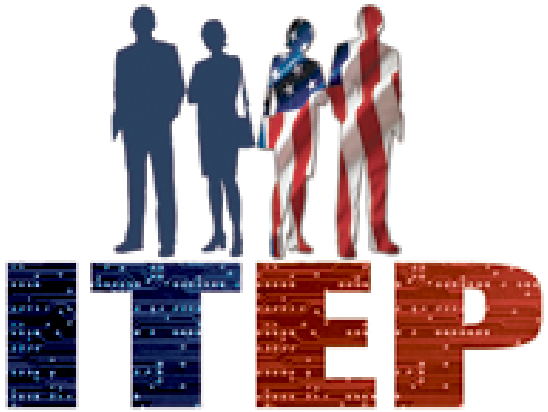
Implementing New Ideas--IT Exchange Program

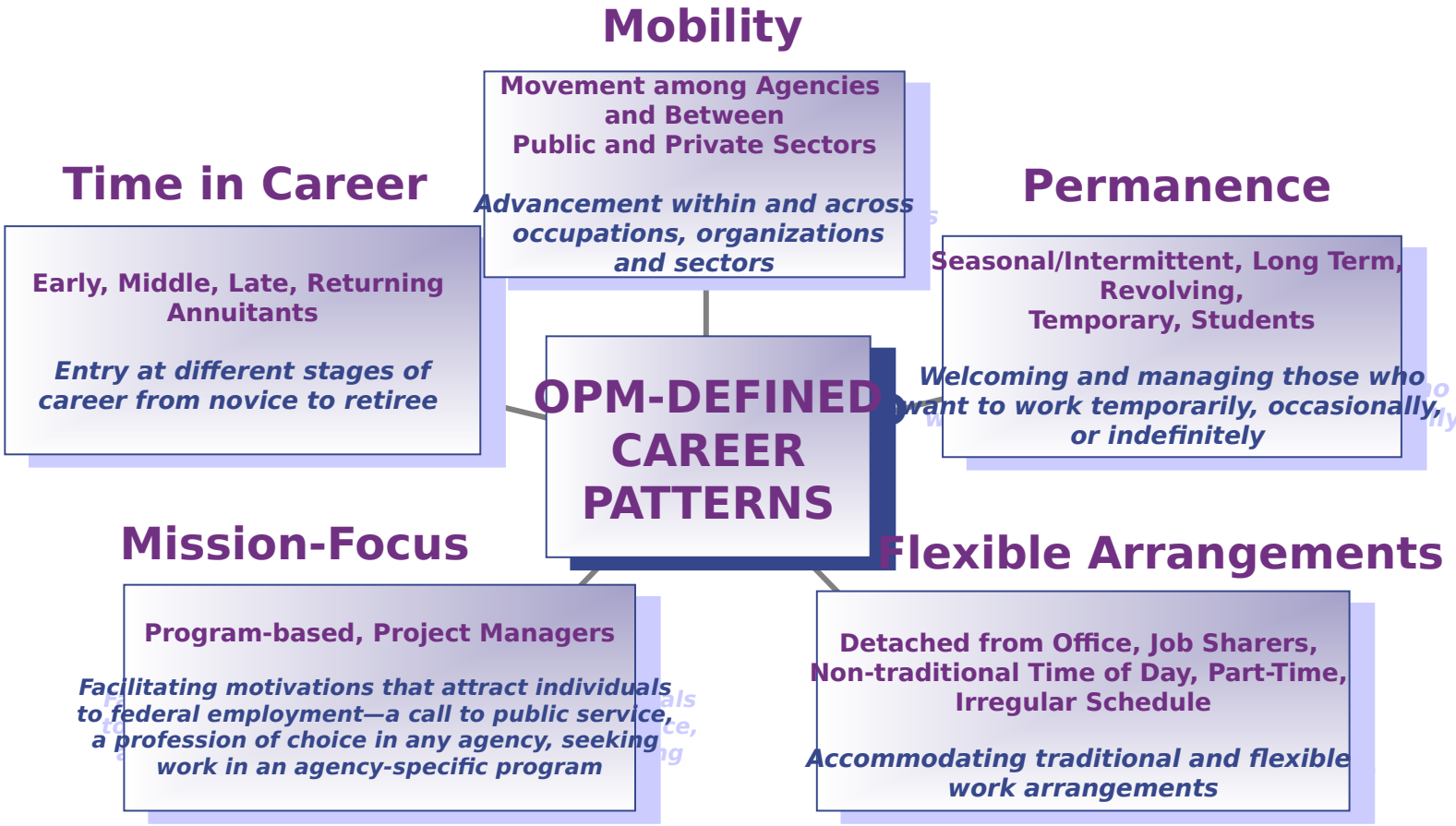


ITEP is a professional development opportunity authorized by the E-Government Act of 2002 which allows exceptional performers from the federal and private IT sectors to participate in a 3 to 12 month detail in the other sector.

ITEP provides industry and government a unique opportunity to:

- Improve the IT competencies and skills of high performing individuals in their IT workforce.
- Share best practices and gain a better understanding of each other's operating practices.
- Exchange knowledge, experience and skills.
- Infuse their organization with new ideas.
- Bring the best of both worlds together

Evolving from a One-Size-Fits-All Civilian Career Force


Mobility
Movement among Agencies and Between Public and Private Sectors
Advancement within and across occupations, organizations and sectors
Time in Career
Early, Middle, Late, Returning Annuitants
Entry at different stages of career from novice to retiree
Permanence
Seasonal/Intermittent, Long Term, Revolving, Temporary, Students
Welcoming and managing those who want to work temporarily, occasionally, or indefinitely
OPM-DEFINED CAREER PATTERNS
Mission-Focus
Program-based, Project Managers
Facilitating motivations that attract individuals to federal employment—a call to public service, a profession of choice in any agency, seeking work in an agency-specific program
Flexible Arrangements
Detached from Office, Job Sharers, Non-traditional Time of Day, Part-Time, Irregular Schedule
Accommodating traditional and flexible work arrangements

DoD is using OPM's new "Career Patterns" initiative as we begin our examination of mission critical occupations and their needs. Recently evolving policies include language proficiency pay for DoD civilians, new approaches to telework and new appointing authorities for scientists and mathematicians.

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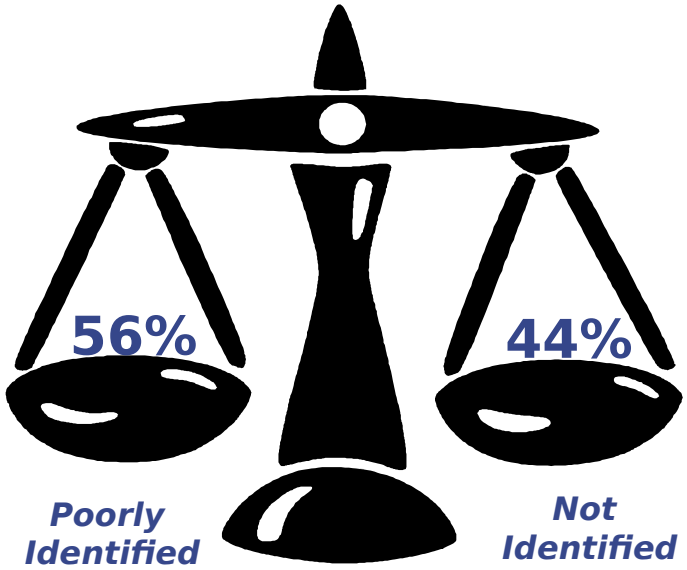
Managing Skill Sets by Improving Data
2210 Community



- **Largest DoD civilian IT community**
- **11 specialty titling options**
- **Open text field for identification in DCPDS enabled limitless possibilities**
- **Inability to identify critical IT skills has significant impacts**
  - Unable to identify/mobilize personnel in time of war, natural disaster, other critical infrastructure incident
  - Cannot track hiring requirements/difficulties
  - Unable to monitor retention trends
  - Cannot differentiate salary needs
- **Working to improve identification through database changes/titling guidance**

•Over 27,000 Employees
•Largest IT community
•Represents 36% of IT workforce
•Granularity of hiring data improving

•Data quality will continue to improve as personnel transition to NSPS

•NSPS has menus with standard specialty titles

•Utilization of at least one title is mandatory

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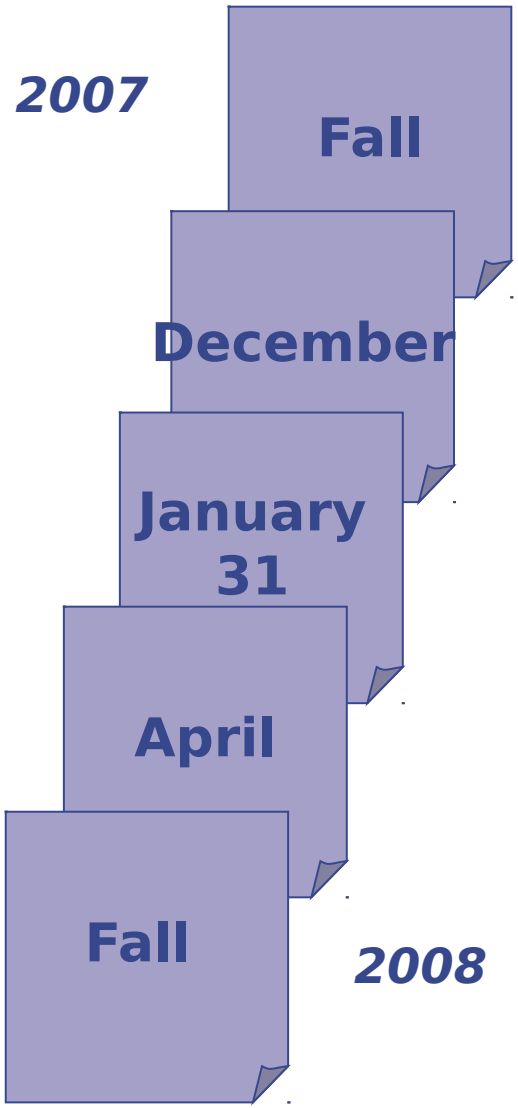
Upcoming Internal DoD Deliverables in Support of IT/IA Workforce Management



- **DoD CIO publishes Information Assurance Scholarship Program DoDI 8145.xx**
  - ***--Currently in SD 106 coordination***
- **Components report on first year of IA training and certification efforts**

- **Component nominations for IASP retention scholarships are due**
- **Components select recruitment students for IASP scholarships**
  - ***--Students perform payback in designated DoD organizations upon graduation***
- **DoD CIO submits draft DoD IT Workforce directive for SD106 coordination**

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DoD IT Workforce Reports to OPM/OMB

FY2006

- OMB April 15, 2005 memo to President's Management Council:
  - Report number of civil servants in select important job activities
    - IT Project Management
    - Enterprise and Solutions Architecture
    - Information Security (Assurance)
  - List important skill and competency gaps identified in Component workforce analysis with indication of the risk associated with the gap
  - Provide a plan and schedule for closing the high-risk gaps, showing specific actions and dates for completion
    - Original report due August 2005 to OMB
    - Quarterly FY06 updates commenced March 2006 from CIO thru OPM Human Capital Officer to OMB; no significant visibility in Human Capital Scorecard

FY2007

- Proud to Be 4 Mission Critical Occupations "*Guidelines for Preparing the Gap Closure Deliverables*" included IT as mission critical
- OPM memo to Human Resources Directors on August 11, 2006, "Human Capital Planning for the IT Workforce – Plans and Results Report" established FY07 reporting requirements
  - 1st and 2nd quarter hiring targets and initiatives in September 2006
  - More expansive plan utilizing findings from 2006 IT workforce survey submitted May 2007
  - Mid progress report submitted September 2007

FY2008

Quarterly updates required on mission critical occupations, culminating in June 2008

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